

## IMPLEMENTATION

### Action Tables

The following tables summarize the plan's objectives and actions. Each table is organized by the plan's five goals and indicates a timeframe for completion. These timeframes are defined as the following:

- Ongoing: Currently underway and should continue
- Short Term: Begin within 0-5 years
- Mid-Term: Within 6-15 years
- Long Term: Beyond 15 years

Lead coordinators and secondary partners are identified to provide responsibility for each action. An anticipated measure for achievement of the action is included so that implementation of the plan may be evaluated. Although the Portage County Board of Commissioners (BCC) are not listed in the table below, they are available to help any agency or department.

#### GOAL 1: ENHANCE QUALITY OF LIFE WHILE CONTINUING TO GROW AND PROVIDE OPPORTUNITIES TO MEET THE NEEDS OF THE COMMUNITY THROUGH PROGRAMS AND SERVICES.

Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
<b>Objective 1. Develop and promote local parks and recreation facilities.</b>					
1.1.A	Conduct a study and create a master plan for major trail corridors and extensions as well as connections to nearby neighborhoods.	PPD	Local Park Departments ODNR	Short Term	Trail Study completed.  Trail Master Plan completed or integrated into the Park Master Plan.
1.1.B	Pursue grants that support park development, park master plans, and establish natural corridors.	PPD	WRLC ODNR Local Park Departments	Ongoing	
1.1.C	Maintain an inventory of parks, trails, conserved lands, and recreation areas. Utilize web platforms to expand knowledge of park facilities, activities, and events.	PPD	PCRPC ODNR	Ongoing	

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1.1.D	Discuss opening school facilities and playgrounds to the communities with the school boards.	Local Communities	School District Boards of Education	Mid-Term	
1.1.E	Balance growth and development with land conservation.	PCRPC PPD	Local Communities	Long-Term	
<b>Objective 2. Support a wide variety of housing types and opportunities at a range of prices to meet current and future needs.</b>					
1.2.A	Conduct a countywide housing study to identify housing gaps and needs of the communities.	PCRPC	Housing Services Council Other Planning Commissions	Short Term	Countywide housing study completed.
1.2.B	Pursue grants to implement housing study and expand affordability.	PCRPC	Housing Services Council HBA Grants Administrator*	Mid to Long Term	Applied for and obtained grants.  Implement recommendations from the housing study.
1.2.C.	Support senior, multigenerational, and empty nester housing.	Local Communities PCRPC		Ongoing	Number of existing living units in 2020 increased.
1.2.D	Permit a variety of housing types via the Building Code.	Local Communities	Building Department*	Ongoing	Ensure local communities and the Portage County Building Department allow a variety of housing. Adapt local zoning codes, while meeting the Residential Building Code of Ohio, to permit diverse housing types.
1.2.E	Encourage new neighborhoods to have a mix of housing types.	PCRPC Local Communities	PCLRC HBA PCRA PMHA	Short Term	Discuss benefits of allowing diverse housing types with the communities on an annual to biannual basis.  Review subdivision regulations to ensure diverse housing types are permitted.  Review zoning codes during updates and provide recommendations to encourage diverse housing types (1-2 per year).

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Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
1.2.F	Coordinate with the Portage County Housing Services Council and other municipal, regional, state, and federal programs that are designed to provide housing opportunities for low to moderate income groups.	PCRPC	Housing Services Council ODOD HUD	Short Term          Long Term	Implement the housing study and plan to address recommendations.  Identify housing challenges in underserved neighborhoods and populations.  Obtain grants to address challenges.
1.2.G	Continue to use Community Development Block Grants (CDBG), Home Investment Partnership Program (HOME), Community Initiative Program (CHIP) funds, Revolving Loan Funds (RLF), and seek legislative authorization of other designated funding sources for the provision of very low-, low-, and moderate -income housing.	PCRPC NDS	Local Communities County Commissioners Private Sector Non-Profits	Ongoing	Continue to support and implement current housing programs.  Actively look for additional programs which will benefit the county.
<b>Objective 3. Support the creation of healthy and safe communities.</b>					
1.3.A	Develop guidelines for aging in place.	PCRPC Direction Home Akron-Canton Area Agency on Aging	Senior Services Local Communities Other Planning Commissions Mental Health & Recovery Board	Short Term	Adoption of county-wide guidelines for aging in place.
1.3.B	Work with health care agencies to address health equity and the social determinants of health.	PCRPC County Commissioners	UH Portage NEOMED Local Communities	Mid-Term	Meet with healthcare stakeholders on a biannual basis to discuss challenges in health planning and strategies to address them.  Implement recommendations.

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Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
1.3.C	Support neighborhood walkability, bikeability, and recreation space.	PCRPC Local Communities AMATS	County Commissioners PPD	Short to Mid-Term	Determine a baseline walkability score for interested communities and then regularly analyze walkability scores.  Require pedestrian connections to nearby neighborhoods and commercial areas.  Update the subdivision regulations to encourage pedestrian and bike connectivity as well as active recreation areas.
1.3.D	Coordinate with the sheriff's office to determine a variety of needs within the community.	Portage County Sheriff Local Communities	County Commissioners and/or Administrator NAACP	Short to Long Term	Facilitate meetings between various Portage County communities and the Portage County Sheriff's office on an annual or biannual basis.  Determine Township and/or Village concerns with emergency service provision and work to alleviate them.
1.3.E	Increase community involvement, outreach, and/or awareness between residents and emergency services.	Portage County Sheriff EMA*	Local Communities	Short to Long Term	Meet with or take part in community events on an annual basis so that Portage County communities become familiar with the Sheriffs.
1.3.F	Convene local leaders to discuss health issues, including mental health, and safety within the communities.	Mental Health & Recovery Board	Portage County Sheriff Community Elected Officials UH Portage NEOMED County Commissioners and/or Administrator Other Mental Health Agencies NAACP	Ongoing	Facilitate annual meetings between mental health providers, law enforcement, and community leaders such as the NAACP to determine pressing health and wellness issues among county residents.

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1.3.G	Ensure a smooth transition from a local emergency to state and federally declared disasters.	EMA* County Commissioners	Local Communities	Mid-Term	Disaster recovery training conducted.  Donations Management Program created.  Debris Management Plan created and approved by FEMA.
<b>Objective 4. Enhance and support educational institutions.</b>					
1.4.A	Create awareness of our local schools, trade schools, colleges, and universities.	Public Information Officer	PCRPC	Short Term	
1.4.B	Build relationships between schools and the community.	Educational Service Centers	Local School Districts Township Trustees PCRPC	Mid-Term	Facilitate meetings as needed between the board of education and township trustees to build understanding.
1.4.C	Recognize school initiatives.	Educational Service Centers	Local School Districts PCRPC County Commissioners	Mid-Term	Create a school pride initiative.
<b>Objective 5. Foster a sense of place unique to Portage County that communities can build on and enhance to create their own distinctive identity.</b>					
1.5.A	Promote tourism within the county by taking advantage of offerings from TourismOhio.	Visitors Bureau	Chambers of Commerce Main Street Programs Local Communities	Ongoing	Increased Portage County presence on TourismOhio website.
1.5.B	Define communities by identifying community gateways.	Local Communities PCRPC	Chambers of Commerce Historical Societies	Long Term	Gateway signage, monuments, and other attributes established.

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Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
1.5.C	Support establishment of cultural events and entertainment options.	Visitor Bureau Chambers of Commerce Main Street Programs	Local Communities	Ongoing	
1.5.D	Coordinate branding Portage County through design and public information.	County Commissioners	Visitor Bureaus Chambers of Commerce Main Street Programs	Mid-Term	Implement branding.
<b>Objective 6. Recognize diversity and further community equity.</b>					
1.6.A	Identify the county's underserved communities and strive to connect the communities with agencies and local government.	Housing Services Council PCRPC	NAACP PMHA NDS	Short Term Mid-Term	Communities identified and mapped.  Annual meetings with agencies and community leaders.
1.6.B	Celebrate the diversity of Portage County residents.	Visitor Bureaus Local Communities	Chamber of Commerce Portage County	Ongoing	Increase in attendance at cultural events.
1.6.C	Incorporate equity and inclusion into everyday practices.	Human Resources*	PCRPC Department / Agency Directors County Administrator*	Ongoing	Continue to further social justice in the County, including in its hiring practices, external communications, and in how the County targets areas for projects.
1.6.D	Organize implicit bias training.	Human Resources*	Department / Agency Directors	Short Term	Create and implement implicit bias training for Portage County Employees.
		PCRPC		Short Term	Hold implicit bias training for Township Trustees and Zoning Inspectors on an annual basis to capture new employees and elected officials.

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<b>Objective 7. Facilitate open discussion on issues the County is facing.</b>					
1.7.A	Create a Public Information Officer to disseminate information to the public from all county departments, boards and/or commissions, and county agencies.	County Commissioners	County Administrator*	Short Term	Hire an experienced County Public Information Officer.
1.7.B	Develop a communication plan to further government transparency, actively reach citizens and improve participation in local government.	Public Information Officer*	County Administrator*	Short Term	Communication plan for coordinated public outreach developed.
1.7.C	Communicate with local governments and agencies about programs and projects that benefit the community with the intention of sharing information to be efficient and cost effective by better defining roles, responsibilities, and collaboration opportunities.	Public Information Officer*	Local Communities Department / Agency Directors	Mid-Term	Regular lines of communication established.
1.7.D	Communicate success stories or the completion of projects, receipts of grants and a myriad of other information to provide more transparency and improve community image.	Public Information Officer* County Administrator*	Department / Agency Directors Grant Administrator*	Mid-Term	Increased press releases and social media presence about county activities.
<b>Objective 8. Empower residents to engage in their community.</b>					
1.8.A	Prepare guidelines to promote equitable engagement.	Public Information Officer*	Department / Agency Directors	Short Term	Equitable community engagement strategy created.
1.8.B	Create a communication strategy to better inform the public and solicit public feedback.	Public Information Officer*	Department / Agency Directors	Short Term	Communication strategy created.
1.8.C	Create a user-friendly digital presence that is regularly updated.	IT	Department / Agency Directors	Ongoing	Increased public participation in local government.
<b>Objective 9. Participate in data sharing internally as well as with local governments and other agencies for the purpose of improving communication, creating efficient provision of services, and encouraging cooperative planning efforts.</b>					
1.9.A	Establish a common data clearinghouse to improve information sharing among county agencies, commissions, and departments.	IT	Portage County	Mid-Term	Clearinghouse established.

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Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
1.9.B	Coordinate and participate in technical committees related to geographic data used with Geographic Information Systems.	IT	All County GIS Users	Ongoing	
1.9.C	Initiate meetings with cities, agencies, and other units of local government to jointly discuss, write, and implement planning studies for areas of mutual interest.	PCRPC	Local Communities	Ongoing	1 to 3 studies completed annually.

### GOAL 2: IMPROVE INFRASTRUCTURE BY PROMOTING TRANSPORTATION AND UTILITIES THAT SUPPORT DEVELOPMENT PRIORITIES AND COMMUNITY WELL-BEING.

Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
<b>Objective 1. Coordinate infrastructure improvements and capital facilities, as well as establish acceptable levels of service for county facilities.</b>					
2.1.A	Create a needs assessment committee(s) including county departments, agencies, and other service providers.	County Administrator*	County Departments & Agencies Service Providers	Short Term	Committee created and regular meetings established.
2.1.B	Determine existing levels of service for various services, i.e., roads, potable water, sanitary sewer, stormwater and parks.	PCWR* Engineer PPD SWCD	AMATS	Ongoing	Develop a system to identify and track existing levels of service of facilities.
2.1.C	Identify where deficiencies may exist over the next 5 to 15 years.	PCWR* Engineer PPD SWCD PCHD	AMATS	Ongoing Short Term	Create a list of failing systems or facilities nearing capacity.
2.1.D	Develop a cohesive capital improvement plan to address deficiencies by budgeting and setting aside funding to address major improvement projects over a 5-year to 10-year planning period.	PCWR* Engineer PPD SWCD PC Solid Waste*	AMATS NEFCO Grants Administrator* PCHD	Mid-Term	Prioritize a list of major improvements for funding and have a plan in place to address them if funding becomes available.  Search for grants to fund major improvements.

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Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
<b>Objective 2. Promote safe, efficient, and cost-effective access to transportation options and connectivity throughout the County.</b>					
2.2.A	Create an access management plan to improve traffic movement and enhance safety.	PCRPC	AMATS Engineer	Mid-Term	Access management guidelines created.
2.2.B	Build road network connections and cross-access management that foster ease of access and community connectivity.	PCRPC Townships	Engineer	Ongoing	Identify key locations for road network connections and construct.  Work with the townships to develop connectivity plans.
2.2.C.	Strive to identify transportation needs and develop and maintain a viable and financially feasible transportation network.	AMATS	PARTA Engineer	Mid-Term	Analysis specifying specific opportunities and vulnerabilities conducted.
2.2.D	Develop complete streets guidelines for use by local governments that breaks down recommendations by community context.	PCRPC	Townships Engineer AMATS	Mid-Term	Complete streets guidelines developed and model examples for townships created.
2.2.E	Improve and align the design of major corridors.	AMATS Engineer ODOT	Local Communities	Long Term	Amount of funding provided through federal and state grants.
<b>Objective 3. Promote mass transit through PARTA and other transportation providers especially in urbanized areas and to job centers.</b>					
2.3.A	Identify employment centers, underserved populations, and shopping destinations without access to mass transit.	PARTA Local Communities	PCRPC AMATS	Short Term	Points of Interest mapped alongside mass transit. Gaps identified.
2.3.B	Evaluate and coordinate economic development opportunities for mass transit with PARTA.	PARTA PCRPC Local Communities	PDB	Ongoing	Economic development opportunities mapped, and gaps identified.
2.3.C	Collaborate with PARTA on their strategic plan and work to identify areas for potential expansion.	PARTA	PCRPC Local Communities	Short to Mid-Term	Complete community engagement and outreach for the strategic plan.  Countywide strategic plan updated.
2.3.D	Identify alternative funding mechanisms for enhanced transit.	PARTA Local Communities	AMATS	Long Term	Study of funding mechanisms to enhance transit conducted.

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<b>Objective 4. Provide public utilities, in an efficient planned manner, responsive to rapidly growing areas and community needs.</b>					
2.4.A	Maintain and work with land developers to upgrade existing utility systems especially in rapidly growing areas.	PCWR* Other Service Providers	Local Communities PDB Economic Development Agencies	Ongoing	Rapid growth areas reaching capacity and/or likely to have shortfalls identified. Target areas for upgrades to meet development needs and encourage increasing density.
2.4.B	Plan for expansion and/or upgrades to increase density and intensity in growth areas while adhering to local future land use plans and zoning.	Local Communities	Other Service Providers NEFCO PCWR*	Short Term  Long Term	Periodic review of recent development relative to the Future Land Use Plan which encourages development in areas where utilities are provided.  Coordinated local utility master plans.
2.4.C	Utilize creative financing to fund expansion into areas with failing septic systems (grants, loans, assessments, etc).	Finance*	PCWR* PCHD Grants Administrator*	Ongoing	Current alternative financing methods or incentives utilized  Explore feasibility of financing methods used in other communities such as impact fees / special assessments.
2.4.D	Create looped connections and/or redundancy in water service areas.	PCWR*	Other Service Providers	Ongoing to Long Term	Reduction in dead-end or terminal sections.
2.4.E	Work with all service providers operating within the county and region for better coordination and collaboration to be more cost effective and efficient with service delivery.	PCWR* PCHD	Other Service Providers Ohio EPA NEFCO	Ongoing to Mid-Term	Maintain and periodically review service area agreements and work with regional partners.
<b>Objective 5. Coordinate potential transit-oriented development to be a hub of activity and utilize an array of transportation options.</b>					
2.5.A	Evaluate locations for and the feasibility of transit-oriented design.	PCRPC Local Communities	Engineer AMATS	Mid-Term	TODs reviewed for feasibility.
2.5.B	Work to develop and promote transit-oriented design (bus bays, electric vehicles, bikes, and other transportation modes).	AMATS PARTA	PCRPC Local Communities Engineer	Mid-Term	Feasible areas for TODs prioritized.

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<b>Objective 6. Coordinate the development of an electric vehicle network, autonomous vehicles, and requirements associated with emerging transportation technologies.</b>					
2.6.A	Develop an EV charging station siting plan using grant funds.	PCRPC	AMATS Engineer	Short Term	Siting plan created.
2.6.B	Encourage existing development to be EV compatible.	PCRPC	Building Department* Local Communities	Short Term	Increase in EV in existing development.
2.6.C	Encourage development to hard wire for current and projected expansion of EV use per the Ohio Building Code or similar development applications.	PCRPC Local Communities	Building Department*	Short Term	Meet and discuss opportunities.
2.6.D	Actively coordinate or pursue funding opportunities to help existing businesses to set up for the EV and other emerging technologies.	Private Sector	PCRPC Grant Administrator* PDB	Mid-Term	Private sector investment encouraged and/or assist with funding opportunities as available.
2.6.E	Analyze the potential impact of emerging technologies such as connected vehicles and autonomous vehicles in Portage County.	PCRPC AMATS	Engineer ODOT / DriveOhio	Mid-Term	Analysis of emerging technologies conducted. The analyze should include opportunities presented as well as shortfalls and needs to accommodate the technology.
2.6.F	Prepare for intelligent transportation systems.	AMATS Local Communities	PCRPC ODOT / DriveOhio Engineer	Short Term	Committee established to share information about alternative transportation technology.
<b>Objective 7. Increase and expand multimodal transportation facilities such as rail and air as appropriate.</b>					
2.7.A	Coordinate with AMATS and ODOT on potential expansion of railroad and airport use within the county.	AMATS ODOT	PCRPC PDB	Mid to Long Term	Open discussion on potential opportunities.  Envision possibilities with stakeholders.

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2.7.B	Strive to implement the airport master plan.	Portage County Airport	County Administrator* Grant Administrator* Public Information Officer*	Mid-Term	Show political support for the airport by attending grant meetings with the FAA.  Obtain grant funds to implement planned improvements and/or expansions.
2.7.C	Examine the existing rail system and plans and collaborate with the railroad companies for expansion.	AMATS ODOT Rail Companies Ohio Rail Development Commission	PDB Economic Development Agencies	Mid to Long Term	Open discussion about feasibility.
<b>Objective 8. Increase opportunities for car share systems, biking, walking, and other alternative transportation options.</b>					
2.8.A	Coordinate with AMATS to implement the transportation plans.	PCRPC	AMATS Local Communities Engineer	Short to Mid-Term	Implementation of AMATS approved transportation documents.
2.8.B	Improve streetscapes in urbanized areas, especially addressing gaps in sidewalks.	PCRPC Local Communities	AMATS Engineer	Ongoing	Opportunities to improve sidewalk connections mapped.  Sidewalk improvements prioritized to allow for construction when funding is available.  Follow AMATS design principles established in the Active Transportation Plan.
2.8.C	Investigate traffic calming treatments on roadways to improve safety.	AMATS	ODOT Engineer Local Communities	Long Term	Reduction in crashes and fatalities using pre-treatment conditions as baseline.

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<b>Objective 9. Improve broadband access.</b>					
2.9.A	Conduct a countywide assessment of existing broadband networks and the feasibility of extending or establishing broadband in underserved areas and communities.	County Administrator*	ODOD EMA* PCRPC	Short Term	Participate in state's digital equity plan.  BroadbandOhio coordinated with and assessment conducted.
2.9.B	Coordinate broadband systems to be available and functional countywide.	Private Sector	ODOD Grant Administrator*	Short Term	BroadbandOhio tools used ( <a href="#">link</a> ).  Explore option to allow ODOD to solicit providers under the residential expansion grant ( <a href="#">link</a> ).
2.9.C	Expand access to high-speed internet.	County Administrator* Private Sector	ODOD Broadband Companies Municipal Broadband Utilities	Mid-Term	Number of residents and business served by high-speed internet increased.
<b>Objective 10. Improve and promote recycling services.</b>					
2.10.A	Create new outlets for the waste stream.	PC Solid Waste*	Local Communities	Ongoing	Increased usage/demand for service.
2.10.B	Implement and update the Solid Waste Plan.	PC Solid Waste*		Short Term	Implement and update the Solid Waste Plan as required by Ohio EPA in the next 5 years.
2.10.C	Promote a positive message about recycling.	PC Solid Waste*	Public Information Officer* Townships	Ongoing	Regular newsletters or website updates.
<b>Objective 11. Enhance coordinated fire services and safety with the Emergency Management Agency.</b>					
2.11.A	Coordinate with communities to address gaps in the emergency response network.	EMA*	Township Fire Departments	Ongoing	Gaps filled as possible.
2.11.B	Address consistency, collaboration, and reporting among emergency services and the Emergency Management Agency.	EMA*	Township Fire Departments Police	Ongoing	Based on number of annual events.

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2.11.C	Work to identify ways to improve sheriff response times, especially to the farthest areas of the county.	Sheriff	Local Communities	Mid-Term	Improvement in response times compared to 2023 response times.
<b>Objective 12. Encourage alternative energy sources.</b>					
2.12.A	Develop a county action plan to better utilize alternative energy sources or products as they become available and financially feasible.	PCRPC	Local Communities KSU	Short Term	County Action Plan developed to provide guides for use of alternative energy.
2.12.B	Encourage new developments to explore wind and solar usage.	PCRPC	Local Communities	Mid-Term	Identify options for development incentives to encourage alternative energy in new developments.

### GOAL 3: PRESERVE OUR HERITAGE AND ENVIRONMENT THROUGH LAND USE AND INFRASTRUCTURE DECISION MAKING.

Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
<b>Objective 1. Conserve agricultural land and limit development in agricultural areas to maintain local heritage and provide diverse food choices.</b>					
3.1.A	Coordinate with the Portage County Farm Bureau and/or Ohio Department of Agriculture to determine agricultural needs for Portage County.	SWCD OSU Extension	Farm Bureau ODA	Ongoing	Continue to coordinate.
3.1.B	Update the farmland preservation plan and engage communities to implement the strategies contained in the plan.	SWCD OSU Extension	PCRPC WRLC Farm Bureau Local Communities State Legislators	Short Term	Farmland preservation plan updated.
3.1.C	Create a baseline of agricultural diversity.	SWCD OSU Extension	Farm Bureau	Short Term	Existing agricultural diversity determined in terms of number of farms and amount produced.
3.1.D	Preserve high quality farmland from development.	SWCD WRLC OSU Extension	Farm Bureau ODA USDA-NRCS	Ongoing	Continue to work with farmers to preserve farmland through easements and other protection programs.
3.1.E	Designate areas for agriculture where utilities will not be expanded.	SWCD PCRPC OSU Extension	Local Communities	Long Term	No utilities present in designated agricultural areas. This should be verified during updates to the comprehensive plan and local land use plans.

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<b>Objective 2. Promote local foods and agritourism.</b>					
3.2.A	Promote agricultural tourism associated with farmer's markets, wineries, self-harvest, summer and falls festivals and agricultural event centers.	SWCD OSU Extension	TourismOhio WRLC Visitors Bureaus	Ongoing	Active promotion of agricultural-related events.
3.2.B	Celebrate Portage County's Historic Family Farms.	SWCD Farm Bureau WRLC OSU Extension	TourismOhio ODA	Ongoing	
3.2.C.	Promote agritourism and local foods through TourismOhio.	SWCD Farm Bureau OSU Extension	TourismOhio	Ongoing	Increased farm visibility on state websites.
3.2.D	Create regional food aggregation and distribution hubs by leveraging state and federal funds.	SWCD Farm Bureau Local Growers OSU Extension	PCRPC	Mid-Term	Funds obtained and regional food hubs established.
<b>Objective 3. Promote, protect, and enhance natural resources.</b>					
3.3.A	Protect sensitive species, wildlife habitat, and biodiversity by preventing habitat fragmentation, preserving and restoring habitat nodes, and corridors.	PPD WRLC SWCD	PCRPC The Nature Conservancy ODNR	Ongoing to Long Term	Continue to acquire easements or environmentally sensitive lands, waters, and/or critical habitats.  Work to modify subdivision regulations and zoning codes to encourage protection of natural corridors and nodes.  Development coordinated / concentrated near existing development reducing sprawl to greenfields.
3.3.B	Update the priority wetlands and woodlands map and protect areas of high priority from development.	PCRPC	NEFCO PPD	Short to Mid-Term	Map updated.  Modify the subdivision regulations and zoning codes as needed to limit and/or prevent development of high priority areas.

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3.3.C	Protect wetlands and flood hazard areas to ensure resiliency to increasingly larger and more severe storms as well as allow replenishment of aquifers.	PPD SWCD Building Department*	EMA* WRLC PCRPC Local Communities USACE Ohio EPA	Ongoing	No net loss of wetland and flood storage areas.  Create a minimum countywide standard for riparian setbacks implemented through the Portage County Subdivision Regulations.
3.3.D	Protect and improve water quality and critical habitats including through conservation of natural areas, reduction of impervious surface, use of green infrastructure, etc.	PCHD SWCD Engineer PPD	Local Communities WRLC Ohio EPA PCWR* NEFCO PCRPC ODNR	Long Term	Failing septic systems addressed.  TMDL reports created or updated as required by Ohio EPA.  Establish priorities and/or benchmarks to measure surface water quality improvements.
3.3.E	Minimize the negative impacts that caused by climate change.	PPD Akron Air Quality PCRPC	Ohio EPA WRLC Engineer Building Department*	Ongoing to Long Term	Innovative methods to reduce impacts implemented.
3.3.F	Promote resilience and adaptation.	Local Communities	Ohio EPA Engineer Building Department* Kent State	Ongoing to Long Term	Buildings constructed to LEED standards.  Renewable energy used.
3.3.G	Create an all-inclusive map of various environmental features to show baseline conditions to accurately track loss.	PCRPC	IT	Short Term	Map developed in an interactive or other format and available on the website.
3.3.H	Educate the public on the value of ecosystem benefits, including its resources.	PPD SWCD	WRLC The Nature Conservancy Audubon ODNR	Ongoing	Increased awareness of economic and intrinsic benefits.

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<b>Objective 4. Preserve Portage County's historic and archeological resources, as appropriate, and view them as value added to the community.</b>					
3.4.A	Create an all-inclusive map of known historic and archaeological resources.	PCRPC	Local Communities IT Historical Societies	Short Term	Map developed in an interactive or other format and available on the website.
3.4.B	Work with townships and other communities to coordinate awareness and/or protection.	Historical Societies	Ohio History Connection	Long Term	Meetings discussing BMPs established.
3.4.C	Celebrate our history by promoting events and market as appropriate.	Historical Societies	Visitor Bureaus Main Street Programs	Ongoing	Local history incorporated into community events.
<b>Objective 5. Promote alternative energy.</b>					
3.5.A	Coordinate with appropriate agencies about the benefits of alternative energy.	AMATS PCRPC	Utility Providers	Mid-Term	Avenues for discussion created.
3.5.B	Educate township officials and the public about the benefits of alternative energy.	PCRPC	Local Communities	Mid-Term	Facts about alternative energy and zoning discussed with Townships.

### GOAL 4: PROMOTE A RESILIENT ECONOMY.

Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
<b>Objective 1. Address land supply and reinvest in existing industrial areas.</b>					
4.1.A	Identify growth areas and/or areas where growth should be limited.	PCRPC Local Communities	PDB	Short Term	Growth areas mapped.
4.1.B	Redevelop vacant and distressed properties as key locations for industrial development by addressing impediments to revitalization.	PCRPC Local Communities Property Owners	PCLRC PDB Zoning Inspectors	Short to Mid-Term	Master list of vacant and distress properties created.  Key locations identified.

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Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
4.1.C	Encourage reuse and rehabilitation of existing industrial structures.	Local Communities	Chambers of Commerce PDB PCLRC	Ongoing	Method for tracking vacant spaces developed.
4.1.D	Promote industrial development in areas with infrastructure and access.	Local Communities	PDB PCWR*	Ongoing	Amount of new or redevelopment within areas previously designated for industrial.
4.1.E	Promote public-private collaborations to facilitate infill development, redevelopment of brownfield sites, underutilized industrial and commercial properties and assemble additional land supply for specific projects as necessary.	Local Communities County Commissioners	PDB PCRPC PCLRC TeamNEO Ohio EPA	Ongoing	Meeting held with stakeholders.  Brownfield redevelopment grants applied for and received.
4.1.F	Collaborate and encourage facilitation of regional stakeholders to explore opportunities to repurpose the excess capacity and/or surplus of real estate.	PDB	PCRPC Economic Dev. Agencies County Commissioners Local Communities	Short Term	Having Quarterly, Bi-annual or Annual meetings to address stakeholder needs.
<b>Objective 2. Develop incentives and financing.</b>					
4.2.A	Identify sources of funding and secure funds to facilitate business development.	SBA County Commissioners Local Communities Private Sector	PCRPC NDS	Ongoing to Short Term	Sources of funding identified by local communities. Continue to meet with NDS and PCRPC on a quarterly basis.
4.2.B	Build a pipeline of funding opportunities for different clusters in the region by identifying enough capital deal flow to attract resources of venture capital firms.	County Commissioners Local Communities TeamNEO	PDB Private Sector Banking	Mid-Term	Need to develop funding pipeline and funding network to participate in different regional clusters.

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## IMPLEMENTATION

Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
4.2.C.	Create stable funding appropriations for economic development from the county and local governments to be utilized by the Portage Development Board.	County Commissioners Local Communities Private Sector PDB	State and Federal Finance* Grant Administrator*	Ongoing to Mid-Term	Continue current funding levels.  PDB master plan implemented and gaps in the financial commitments determined.
4.2.D	Meet with private equity and venture capital organizations to better learn what their industries require to locate or expand regionally.	County Commissioners PDB	Private Sector Financial Institutes Chambers of Commerce	Ongoing	Review what private equity and venture capital looks for in locating to a community and how to best market our positive attributes.
4.2.E	Collaborate on securing state and federal grants, other public financing vehicles, and tax incentive programs to facilitate community development and rehabilitation.	Grant Administrator* PCRPC	PDB	Ongoing	Periodic meetings held to discuss opportunities.
<b>Objective 3. Promote revitalization of town centers and downtowns.</b>					
4.3.A	Coordinate forums for information sharing by local and national development community representatives.	PCRPC Local Communities	Zoning Inspectors PDB	Ongoing	Quarterly or Bi-annual meeting for local community stakeholders established.
4.3.B	Cluster development near existing communities.	PCRPC Local Communities	Water and Sewer Providers Engineer	Ongoing	Develop a proximity to infrastructure map/ areas.  Zoning codes and subdivision regulations modified with map amendments to support.
4.3.C	Designate high density areas for new buildings, homes and other development.	PCRPC Other Planning Agencies Local Communities	Water and Sewer Providers Engineer Electric and Broadband Providers	Ongoing  Long Term	Coordination between PCRPC and local communities to designate higher density growth areas.  Density increased in existing built areas and preservation of farmland, wetlands, floodplains and wildlife corridors.
<b>Objective 4. Attract and retain businesses.</b>					

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Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
4.4.A	Package incentives for locating in Portage County.	PDB JFS*	County Commissioners Local Communities Chambers of Commerce PCRPC NDS SBA	Short Term	Incentive package/marketing program for locating in the county created.  List of economic incentives compiled.
4.4.B	Target industries to locate in Portage County through multifaceted campaigns.	PDB JFS*	County Commissioners Local Communities Chambers of Commerce PCRPC NDS	Short Term	Continue working with businesses to locate in Portage County.
4.4.C	Market Portage County's affordability.	PDB JFS*	County Commissioners Local Communities Chambers of Commerce PCRPC NDS	Short Term	Incentive package/marketing program for locating in the county created.
4.4.D	Assist in developing retail and businesses which support services for residential, larger business and industries.	PDB JFS*	County Commissioners Local Communities Chambers of Commerce PCRPC NDS	Short Term	Incentive package/marketing program for locating in the county created.

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## IMPLEMENTATION

Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
4.4.E	Coordinate with local communities to support business, industrial, and/or specialty district outreach activities.	PDB	County Commissioners Local Communities	Ongoing	
4.4.F	Spearhead efforts to pursue grant opportunities through County departments and agencies that facilitate new investment countywide.	Local Communities County Departments & Agencies	Water and Sewer Providers Engineer PCRPC NDS Grant Administrator*	Short to Mid-Term	Create a collaboration mechanism to implement a full array of grant opportunities.
4.4.G	Orient local events to a day visitor marketing effort.	Chambers of Commerce Visitor Bureaus Local Communities	TourismOhio	Ongoing	Regular website postings and/or newsletters.
4.4.H	Build on local strengths and leverage tourism branding to support economic development.	Visitor Bureaus Chambers of Commerce Main Street Programs	County Commissioners Local Communities	Short Term	With the preceding strategies, develop a brand or marketing strategy and implantation.
<b>Objective 5. Develop workforce and job readiness through collaboration with local schools, businesses, and universities.</b>					
4.5.A	Create a program that works to retain high school, trade school, and college graduates within Portage County.	High Schools Trade Schools Universities Private Sector	Local Communities JFS* PDB	Short to Mid-Term	Educational programs which meet gaps in local industries' worker skill set established.
4.5.B	Establish and promote a business-friendly environment to create and retain good quality jobs.	Local Communities	PDB Zoning Inspectors Building Department* Other Review Entities	Ongoing	Meet biannually. Discuss and implement opportunities.

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Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
4.5.C	Encourage partnerships between industries and educational institutions to create sponsorship and/or internship programs which feed into local businesses and enhances job readiness.	High Schools Trade Schools Universities Private Sector	Local Communities JFS* PDB	Short to Mid-Term	Biannual meeting with stakeholders established.  Sponsorships and programs discussed and implemented.
<b>Objective 6. Encourage local business development, incubators, and entrepreneurship.</b>					
4.6.A	Collaborate with the Summit Medina Business Alliance to create and maintain an up-to-date Small Business One Stop Resource webpage containing resources for started and growing a business.	Local Communities	JFS* PDB	Short Term	Coordinate with Summit Medina Business Alliance.  Create a webpage as a One-Stop Resource.
4.6.B	Seek funds for more competitive marketing and business start-up assistance programs, as both are needed to raise the profile of Portage County and make the process of locating in the region easier.	County Commissioners Local Communities	Grant Administrator* Private Sector Chambers of Commerce Main Street Programs	Short Term	Collaborate and develop a Marketing Plan.
4.6.C	Explore ways to support a local culture of entrepreneurial risk taking.	County Commissioners Local Communities Local Universities	PDB Private Sector	Short Term	Entrepreneurial opportunities determined.  Strategy to support and further develop entrepreneurship created.

### GOAL 5: SUPPORT THE DEVELOPMENT OF DISTINCT AND DESIRABLE PLACES TO LIVE.

Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
<b>Objective 1. Improve the physical appearance of the built environment.</b>					
5.1.A	Evaluate and amend the subdivision regulations to encourage contiguous open space blocks providing habitat corridors and recreation; emphasize walkable neighborhoods; and create a connected road network.	PCRPC Subdivision Review Committee Local Communities	ODNR	Short Term	Committee created and regular meetings established.

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## IMPLEMENTATION

Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
5.1.B	Encourage infill development rather than extending infrastructure into "greenfields".	Local Communities PCRPC	PDB Zoning Inspectors	Short Term	"Ready-to-develop" sites identified.
5.1.C	Develop a comprehensive list of abandoned or underutilized commercial and industrial sites.	Local Communities PCRPC	Ohio EPA PCLRC	Short Term	Map of underutilized or abandoned commercial and industrial sites created.
5.1.D	Proactively coordinate with landowners and the Portage County Land Reutilization Corporation (PCLRC or Land Bank) to provide access to evaluate sites through Phase I, II, and III assessments and clean up.	Local Communities	Ohio EPA PCLRC	Short Term	Quarterly meetings with representatives from local communities held to discuss opportunities and implement them through Ohio EPA.
5.1.E	Work with a multidisciplinary team to obtain funding to assess sites, clean identified sites, and place the sites into active reuse.	Local Communities Ohio EPA	PCRPC PDB PCLRC	Short Term	Regularly meet with Ohio EPA and grants obtained.  Increased number of sites assessed and cleaned.
<b>Objective 2. Coordinate land use and infrastructure planning with and between local units of government.</b>					
5.2.A	Coordinate land use and infrastructure between local units of government.	Local Communities PCWR* Engineer	PCRPC	Short Term	Determine actual infrastructure boundaries and capacities.  Determine growth trends and needs for future development.
5.2.B	Encourage local economic development managers to collaborate and identify locations for infrastructure needs.	Local Communities PCRPC	PDB Zoning Inspectors	Short Term	"Ready-to-develop" sites identified.
<b>Objective 3. Protect rural character.</b>					
5.3.A	Work with Portage County Soil and Water and the Western Reserve Land Conservancy to promote agricultural preservation and local marketing.	SWCD Local Communities WRLC	PCRPC The American Farmland Trust	Short Term	Farmland Preservation Plan updated.
5.3.B	Evaluate the subdivision regulations to encourage farmland preservation.	PCRPC Local Communities	Farm Bureau SWCD WRLC	Short to Mid-Term	Include in the 2024 Subdivision Regulations update.

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Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
5.3.C	Establish periodic zoning reviews to further promote rural character.	Local Communities PCRPC	Farm Bureau	Ongoing	Continue to work with local communities to update zoning regulations.
5.3.D	Limit expansion of water and sewer lines into rural areas to limit development.	SWCD Local Communities PCRPC	PDB PCWR* Zoning Inspectors	Ongoing  Long Term	Continue to work with local communities and review the 208 map.  Development focused in areas currently served by utilities and on identified "ready to develop" sites.
5.3.E	Discourage fragmentation of farmland into large lot residential which often results in loss of rural character and farmland.	Local Communities WRLC	PCRPC	Ongoing	Decrease large lot homes fronting rural roads.
<b>Objective 4. Promote, maintain, and assist in the development of parks, recreation, and entertainment opportunities.</b>					
5.4.A	Coordinate with the Portage Park District and local governments to promote and maintain parks.	PPD Local Communities	ODNR	Ongoing	Annual meeting held to discuss opportunities.
5.4.B	Encourage and support local governments to apply for grants as appropriate.	Engineer Local Communities PCRPC	PPD ODNR Grant Administrator*	Ongoing	Meet twice per year at appropriate times to finalize grants.
<b>Objective 5. Engage with townships, villages, and cities.</b>					
5.5.A	Routinely coordinate with local governments to assure that messaging is being shared.	Local Communities Township Trustees Association	PCRPC County Administrator* Public Information Officer*	Ongoing to Short Term	Communication plan developed.
5.5.B	Meet with local governments to gauge opinions on successes and challenges of existing regulatory and planning tools.	Local Communities PCRPC	PDB	Short Term	Periodic meetings with trustees and zoning boards to determine needs.

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## IMPLEMENTATION

Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
5.5.C	Share information about existing tools, tools not being utilized, and emerging trends.	PCRPC NDS PDB	Local Communities	Short Term	Bi-annual or annual meeting to discuss Portage County happenings and opportunities held.
<b>Objective 6. Encourage cities, villages, and townships to update their comprehensive plans, master plans, and zoning on a regular basis.</b>					
5.6.A	Encourage local governments to keep the land use or comprehensive plan current.	Local Communities PCRPC		Short to Mid-Term	Update schedule created for land use plan, comprehensive plan, vision plans or other studies.  Plans updated every 5-7 years.
5.6.B	Promote the concept of visioning and goal setting by local governments.	Local Communities PCRPC		Short Term	Accomplishments presented to Township Trustees and Trustee Association.
5.6.C	Collaborate on updating zoning regulations based on the community's vision or land use / comprehensive plan.	PCRPC Local Communities	Zoning Inspectors Land Development Review Committee	Ongoing	Annual discussions held with communities to track zoning needs, provide updates on trends and emerging technology.
<b>Objective 7. Promote fiscally sustainable development practices.</b>					
5.7.A	Establish a 5-year capital budget for necessary county expenditures.	Finance*	County Departments & Agencies	Ongoing to Short Term	Create a functional 5-year budget that is updated annually.
5.7.B	Update annually the 5-year budget as projects are completed and add new projects as appropriate.	Finance*	County Departments & Agencies	Ongoing to Short Term	Implementation of the 5-year budget process.
5.7.C	Develop a process to identify current and upcoming issues to apply for grant funding and have design-ready projects.	Grant Administrator* County Departments & Agencies	County Administrator* Finance*	Short Term	Process created for grants to be identified, searched, prepared, and tracked.
5.7.D	Consider long term impacts of maintaining infrastructure on the local community.	Water and Sewer Providers Engineer	PCRPC	Ongoing Long Term	Determine cost of services annually.

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Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
<b>Objective 8. Coordinate countywide and regional planning efforts.</b>					
5.8.A	Utilize the Regional Planning Commission's expertise to administer subdivision regulations, zoning amendments and Community Development Block Grants.	PCRPC Local Communities	Development Review Committee	Ongoing	Continue to administer both the CDBG and subdivision regulations.
5.8.B	Develop and maintain a report or website tracking demographic changes and the implementation of the Comprehensive Plan.	PCRPC Local Communities	IT	Short Term	Website created to track comprehensive plan progress, community land use plan implementation, and community census data.
5.8.C	Support special projects that promote, enhance and benefit Portage County, the communities and/or the public.	Local Communities PCRPC	County Commissioners	Short Term	Create a process to provide letters of support and or financial, material, or voluntary support.
5.8.D	Utilize geographic mapping by both the County Auditor's Office and Regional Planning Commission to assist projects, planning, and transparency efforts.	PCRPC IT Auditor	Local Communities	Short Term	Integrate zoning and other related local community information with the Auditor's data.
5.8.E	Maintain compatible level of service standards and sound growth management.	PCWR* Engineer Other Service Providers	PCHD SWCD Local Communities	Short Term	Agreed upon standards established.
5.8.F	Participate on technical committees and subcommittees by providing information and technical assistance for coordinating services.	PCWR* Engineer Other Service Providers	PCHD SWCD Local Communities	Ongoing	Continue to participate on committees.
5.8.G	Coordinate with all adjacent counties and local governments on issues which may affect the region.	PCWR* Engineer Other Service Providers	PCRPC	Mid to Long Term	Dialogue with surrounding counties initiated. Adjustments made to plans and development standards as necessary to provide for cohesive regional growth.
<b>Objective 9. Encourage communities to limit urban sprawl.</b>					
5.9.A	Develop strategies to create a more unified development pattern.	Local Communities PCRPC Other Service Providers		Short Term	Development and redevelopment opportunities discussed with communities.

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Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
5.9.B	Encourage review of zoning regulations to limit urban sprawl potential.	Local Communities PCRPC Development Review Committee	Zoning Inspectors PDB	Short Term	Reduction of urban sprawl with new developments being more compact and located near or in existing development.  Consider zoning changes, protecting rural character and compatibility service provision when development occurs.
5.9.C	Promote a collaborative process of working with land use, economic development, and local government officials with property owners to seek out shared opportunities.	Local Communities PCRPC Other Service Providers	PDB	Mid-Term	Collaborative meetings held on a biennial or more frequent basis.
<b>Objective 10. Encourage standards for new development that promote sustainability.</b>					
5.10.A	Support local governments in developing design guidelines for development.	PCRPC Local Communities	Zoning Inspectors	Short Term	Design guidelines developed or updated as needed.
5.10.B	Incorporate vision plans into the zoning code.	PCRPC Local Communities	Zoning Inspectors	Mid to Long Term	Vision Plans developed for each community. Determine what can be accomplished through the zoning code.
<b>Objective 11. Direct public realm improvements in “high impact” locations.</b>					
5.11.A	Seek to maximize location opportunities of public improvements. This would include satellite offices, court houses and other government offices.	Local Communities County Departments & Agencies	County Administrator* Finance* PCRPC PDB	Short to Mid-Term	Service needs and locations reviewed on an annual or biennial basis.  Determine if additional locations are needed or if they should be consolidated.
5.11.B	Collaborate with other local governments to best implement future government office projects.	Local Communities County Departments & Agencies	County Administrator* Finance* PCRPC PDB	Short to Mid-Term	Meetings held with local governments which may be affected by future government office projects.

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Code	Strategy	Lead Coordinator	Secondary Partners	Timeframe	Measurement
5.11.C	Develop a cohesive plan for all county-owned properties.	County Departments & Agencies Internal Services*	County Administrator* Finance* Local Communities	Short Term  Mid-Term	Master or site plan developed for all county-owned properties.  Plan implemented.
5.11.D	Evaluate efficiencies.	Local Communities County Departments & Agencies Internal Services*	County Administrator* Finance*	Short to Mid-Term	Conditions evaluated and goals set for improvements of or to maintain existing service levels depending on the type of service being considered.
<b>Objective 12. Align the Capital Improvement Plan and Subdivision Regulations with the Comprehensive Plan.</b>					
5.12.A	Develop an all-inclusive Capital Improvement Plan.	Finance* County Departments & Agencies	County Administrator*	Short Term	Assembled once the County Departments provide a 5-year budget.
5.12.B	Link land use planning to fiscal policy.	Service Providers PCRPC	PDB Finance*	Short to Mid-Term	Meet and discuss opportunities and weaknesses.  Timing and costs of needed maintenance and improvements determined.
5.12.C	Amend the Comprehensive Plan to include the 5-year budget and or Capital Improvement Plan.	Finance* County Departments & Agencies	PCRPC County Administrator*	Short Term	Comprehensive Plan priority implementation list updated annually.
5.12.D	Establish collaborative agreements to implement goals, objectives, and policies of the Portage County Comprehensive Plan.	County Departments & Agencies Local Communities Service Providers	County Administrator*	Short to Mid-Term	Collaborative agreements established.

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